

Lean Thoughts

Inspired People

Robust Processes

Lean Operations

February 16, 2004

For all **Consortium** events – Contact Richard for more information.. For other events – contact directly

Important Consortium Dates to add to your calendar

The **Team Time** schedule has been established for the coming year. Team Time will start at 1:00pm at the host company. This will allow for folks to work with peers in the host site to collaborate, facilitate and implement ideas to advance the implementation of manufacturing excellence. **Participants should be prepared to work on the shop floor and come equipped with proper PPE.** The host site will advise 1 week in advance Team Time Projects. Part of the Team Time activity will include a plant tour.

- March 11, Team Time, Kromet International.** contact Richard Kunst, Richard.Kunst@Kromet.com
- April 08, Team Time, Kraft Foods,** contact Mariela Castano, Mariela.castano@Kraft.com
- May 13, Team Time, Stackpole AGD,** contact Cindy Grolleman, cindyg@stackpole.ca
- May 18 - 21, AME Pacific Rim Conf., Melbourne Australia,** info at www.x2xconference.com contact ame@pams.org.au for dialogue
- June 10, Team Time, Stackpole CSD,** contact Gerry Ward, gerryw@stackpole.ca
- July 08, Team Time, Eaton Cutler-Hammer** contact Joe Fisher, JoeRFisher@eaton.com
- August 13, Team Time, Messier-Dowty.** contact Richard Evans, Richard.Evans@Messier-Dowty.on.ca
- September 09, Team Time, CGL Manufacturing** contact Dave Desker, daved@cglmfg.com
- October 14, Team Time, CTS Corp.** contact Bob Garces., Bob.Garces@ac.ctscorp.com
- October 18-22, AME Annual Conference, Cincinnati.** contact www.ame.org for details
- November 06, Consortium ShareShowcase, Eaton Cutler-Hammer** contact Joe Fisher, JoeRFisher@eaton.com
- November 11, Team Time, Morrison Lamthe.** contact Tony Vita, tita@morrisonlamthe.com
- December 09, Team Time, Inscape.** contact Joe Cyr, jcyr@inscapesolutions.com
- January 09, Team Time, Alumabrite Inc.,** contact Richard Kunst, Richard.Kunst@Kromet.com

Half Day Workshop – Understanding the Lean Journey

Gary Kerr from ADI in Australia has been facilitating a Lean Transformation at ADI. Listen and exchange ideas about lessons learned during the journey.

Event will be on **March 03, 2004 at Avnet Electronics** in Mississauga. Cost: \$100.00 AME or Consortium Members - \$175 for associates and Mfgrs

Lest we forget !!

Submitted by Mike Morgenson, Alumabrite

WHAT IS A CUSTOMER?

A CUSTOMER is the most important person to "enter" the office . . . whether in person, by mail, or by telephone.

A CUSTOMER is not dependent upon us . . . we are dependent upon him.

A CUSTOMER is not an interruption of our work . . . he is the purpose of it. We are not doing him a favor by serving him . . . he is doing us a favor by giving us the opportunity to do so.

A CUSTOMER is not an outsider to our business, he is part of it.

A CUSTOMER is not a cold statistic . . . he is a flesh-and-blood human being with feelings and emotions like your own, and with biases and prejudices.

A CUSTOMER is not someone to argue or match wits with. Nobody ever won an argument with a customer.

A CUSTOMER is a person who brings us his wants. It is our job to handle them profitably for him and ourselves.

What is Your Organisation's DNA?

Have you ever felt that your company is having a difficult time executing? Well, according to a group of researchers from Booz Allen Hamilton, it has very much to do with "how the inherent traits of an organization influence and/or determine each individual's behavior and affect his or her performance." Anyone who has worked in an organization of any size (public or private sector) would recognize firsthand that individuals' counter-productive behaviors could negatively impact the success of a company strategy.

The authors of *Profiles in Organizational DNA Research and Remedies* liken this to the model of the DNA, suggesting that a company's DNA consists of four building blocks (nucleotides) that, when combined in numerous ways, define an organization's distinct traits and behaviors. These building blocks are:

- **Decision Rights** – who REALLY decides what and how?
- **Information** – how is performance measured, how are activities coordinated and knowledge transferred?
- **Motivators** – what objectives, incentives, and career choices do people have?
- **Structure** – what is the overall organizational structure/model?

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Booz Allen Hamilton has developed a short, online self-assessment tool called the *Org DNA Profiler™* that assesses an organization's relative strength in each of these four areas based on individual employees' responses to 19 questions. (<http://www.orgdna.com/>) Survey responses are fed through proprietary software to generate one of seven prototypical organizational profiles:

- **The Resilient Organization** -- flexible enough to adapt quickly to external market shifts, yet it remains steadfastly focused on and aligned around a coherent business strategy
- **The Just-In-Time Organization** -- not always proactive in preparing for impending changes, but has ability to "turn on a dime" when necessary, without losing sight of the big picture
- **The Military Organization** -- driven by a small, hands-on senior management team, this organization succeeds through sheer force of will...that of its top executives.
- **The Passive-Aggressive Organization** -- congenial, seemingly conflict free, this is the "everyone agrees but nothing changes" organization
- **The Fits-and-Starts Organization** -- smart, motivated, and talented people populate this organization, that may not pull in the same direction at the same time; can execute brilliant, breakout strategic moves, but lack the discipline and coordination to repeat these successes consistently
- **The Outgrown Organization** -- outgrown organizational model; bursting at the seams; too large and complex to be effectively controlled anymore by a small team of top executives
- **The Overmanaged Organization** -- burdened with multiple layers of management, this organization tends to suffer from "analysis paralysis"

In December 2003, the DNA Profiler compiled more than 4000 profiles. In a nutshell, here is what they found:

1. **Most Organizations Are Unhealthy**
2. **Organizational DNA Changes as Companies Grow**
3. **Altitude Determines Attitude**
4. **Nonexecutives Feel Micromanaged**
5. **Decision Rights Are Unclear**
6. **What We Have Here Is a Failure to Execute**

What is your organization's DNA? From the Advanced Technology Centre Newsletter (Winnipeg, Canada)

Summary: <http://www.strategy-business.com/resiliencereport/resilience/fr00004?pg=all>
Full Report: <http://www.strategy-business.com/media/file/resilience-00004.pdf>
DNA Profiler: <http://www.orgdna.com/>

7 Ways to Keep Your Team Motivated

Many managers mistakenly think that money is the prime motivator for their employees. However, according to surveys by several different companies, money is consistently ranked fifth or lower by most employees. So if money is not the best way to motivate your team, what is?

The three most important issues according to employees are; respect, a sense of accomplishment, and recognition. Yes, money is important but it is not as critical as these other components. Taking these into consideration, let's explore seven ways to keep your team motivated:

1. **Involve them.** Many employees want to be involved in the ongoing development and progress of their company. Plus, they often have insightful ideas that can make a significant difference in the company. And when they are involved, they buy-in faster and resist less. This means you can implement the change(s) more quickly and easily.
2. **Communicate.** Very few businesses can be accused of over-communicating. A frequent axiom in business is, "No news is good news." However, employees want regular updates on the progress of the business and their personal performance. Use memos, email, telephone, and one-on-one and group meetings to keep your team apprised. Talk to your team members regularly, have lunch or coffee with them, let them know if the business is on track. Tell them what challenges are currently being faced (they may have suggestions). It is also important that you give them feedback on their performance. If you have a concern with a specific component, tell them and give them the opportunity to correct their behavior.
3. **Celebrate individual and team performance.** Catch people doing something right and focus on recognizing excellent performance. On an individual basis you can provide positive reinforcement, issue awards, and use a corporate newsletter to highlight specific achievements. Send thank-you, birthday, and anniversary cards as well as congratulatory notes. Make personal phone calls, and send emails. Better yet, if you work in a large organization, have a senior executive send the email or make the call.

To recognize team efforts, post performance charts on the wall or throw an impromptu get-together. Treat them to lunch or a pizza party, post team pictures on your Intranet and in their work environment or give them plaques, certificates, coffee mugs, etc.

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Ultimately, the more of these approaches you incorporate into your motivation strategy, the more energized your team will become. Make it a point to recognize someone everyday.

4. Set challenging goals. People strive to achieve what is expected of them. If you set challenging goals your team will work hard to accomplish them, providing of course, they are realistically attainable. It is amazing what people can accomplish when they are given the opportunity to perform. Communicate these goals and keep your team informed on the company's progress.

5. Give them the tools to succeed. No team will stay motivated if they do not have the necessary tools required to do their job. This includes; equipment, internal support, inventory, marketing materials, training, etc. Simple things annoy people.

6. Manage poor performance. Your team expects you to manage individuals who do not perform to standard or contribute fully to the efforts of the team. However, many managers ignore poor performance because they are afraid of the potential conflict. Instead, they hope that the situation will resolve itself. It never does and this "blind" approach affects profitability, causes higher turnover, and contributes to low morale in the workplace. While poor performance and conflict are seldom enjoyable to deal with, you have a responsibility to your team and the company to manage it. Here is the B.E.S.T. method of dealing with these situations:

Begin with the situation. "Pat, when we receive a shipment and you expect the others to put it away..."

Express the result. "...it causes friction because everyone is expected to pitch in."

State the desired change. "In the future I expect you to cooperate with the rest of the group to ensure that the shipment is stored quickly. This means I want you to stop whatever you are working on and help put away the stock."

Tell them the consequence. "If you don't contribute to this task I may be forced to take additional action."

7. Lead by example. If you want your team to treat each other with and dignity, you need to set the tone. If you expect them to be motivated and enthusiastic it is critical that you behave in this manner. As an owner, manager or business leader, your team looks to you for direction and guidance.

Kelley Robertson is a professional speaker and trainer on sales, sales management, negotiating, and employee

motivation. For information on his programs, visit his website at www.KelleyRobertson.com. He is also the author of "Stop, Ask & Listen - Proven Sales Techniques to Turn Browsers into Buyers." Receive a FREE copy of "100 Ways to Increase Your Sales" by subscribing to his 59-Second Tip, a free weekly e-zine at his website. You can also contact Kelley at 905-633-7750.

You know you're living in 2004 when...

As a follow-on to the nostalgia items for folks over 40 previously published – here's a few items which may ring a bell or two and cause one to pause. If we are to win in the future through innovation, we will need to look at issues from every perspective. If you find any significance in the following... some thought will surely follow.

You know you're living in 2004 when.....

- 1) You accidentally enter your password on the microwave.
- 2) You haven't played solitaire with real cards in years.
- 3) You have a list of 15 phone numbers to reach your family of 3.
- 4) You e-mail your friend who works at the next desk.
- 5) Your reason for not staying in touch with friends is that they do not have e-mail addresses.
- 6) When you go home after a long day at work you still answer the phone in a business manner.
- 7) When you make phone calls from home, you accidentally dial "9" to get an outside line.
- 8) You've sat at the same desk for four years and worked for three different companies.
- 10) You learn you've been laid off on the 11 o'clock news.
- 11) Your boss doesn't have the ability to do your job.
- 12) Contractors outnumber permanent staff and are more likely to get long-service awards.
- 13) You read this entire list, and kept nodding and smiling.
- 14) As you read this list, you think about forwarding it to your "friends".
- 15) You got this e-mail from a friend that never talks to you any more, except to send you jokes from the net.
- 16) You are too busy to notice there was no # 9.
- 17) You actually scrolled back up to check that there wasn't a #9. [Thanks to our good friend Don Kivell!]



"Got half a minute for a few hundred questions?"